Tiered Accountability for Execution

The Department of Defense's (DoD's) approach to business transformation relies on accountability at multiple tiers of the organization. Responsibilities are aligned with the decentralized management structure of the Department so that accountability for the planning and execution of systems modernization between the DoD enterprise and the Components have been clearly defined.

At the DoD level, program offices for funded systems and initiatives will implement and manage their respective solutions to achieve near-term objectives, termed Business Enterprise Priorities (BEPs). Execution will be tracked through performance metrics that quantify and qualify progress. Progress will also be assessed through defined checkpoints such as Defense Business Systems Management Committee (DBSMC) and Investment Review Board (IRB) reviews as well as critical milestones within the Department's institutionalized acquisition management processes.

Component-level business transformation is the responsibility of the respective Component leadership; however, their efforts are overseen by DoD-level governance through IRBs. Components are accountable to the DBSMC to provide program oversight, status reports, portfolio management of respective systems, and pre-certification of systems at the local level.

Executive-Level Oversight

The **DBSMC** was chartered by the DoD in February 2005 to oversee transformation in the Business Mission Area (BMA) and to ensure that it meets the needs and priorities of the warfighter. The DBSMC is the senior-most governing body overseeing BMA transformation, and it convenes under the personal direction of the Deputy Secretary of Defense to review capability requirements, set/reassess business priorities, and monitor progress to plan. The DBSMC reviews and approves the Business Enterprise Architecture (BEA) and the Enterprise Transition Plan (ETP). The DBSMC recommends policies and procedures required to integrate DoD business transformation and attain cross-Department, end-to-end interoperability of business systems and processes. An important part of the DBSMC oversight includes ongoing review and approval of common DoD-wide standards and interfaces that Components must use to achieve interoperability. The DBSMC approves investment decisions and continually monitors schedule and milestone completeness, costs and resources, performance metrics, and risks.

The Under Secretaries of Defense, also referred to as **Principal Staff Assistants** (PSAs), support the DBSMC in the top-level management of enterprise business IT investments associated with improving the Core Business Missions (CBMs) of Human Resources Management, Weapons System Lifecycle Management, Materiel Supply and Service Management, Real Property and Installations Lifecycle Management, and Financial Management.

Each PSA serves as the **Certification Authority** (CA) accountable to obligate funds for business system investments. Leading their respective **IRBs**, the CAs review, approve, and oversee the planning, design, acquisition, deployment, operation, maintenance, and modernization of specific business systems. All Components are represented in the IRBs.

Transformation Tools

The DBSMC, IRBs, and Components will use several transformation tools to make system investment decisions and transition to the Department's future information infrastructure. These tools include a BEA, an ETP, and a systems compliance checklist.

Business Enterprise Architecture (BEA)

The BEA provides the architectural framework for an information infrastructure for the BMA of the DoD, including business rules, requirements, data standards, system interface requirements, and the depiction of policies and procedures. This framework is provided through a set of DoD Architecture Framework (DoDAF) products, including Operational, Technical, System, and All View products.

The BEA was developed under the DoD tiered accountability concept reflecting the Business Enterprise Priorities (BEPs) within the Core Business Missions. Through this concept, a DoD Component is responsible for defining an enterprise architecture associated with their own tier of responsibility, while complying with the policy and the BEA at the DoD Enterprise level. Within the DoD Business

BEA AT A GLANCE

The BEA describes the future vision for the DoD BMA. The BEA plays a key role by establishing clear linkages among business capabilities, systems and initiatives, priorities, and the CBMs.

THE BEA:

- **Describes end-to-end business processes for DoD enterprise CBMs**
- **Establishes foundational data standards and business rules for the CBMs**
- **Provides a basis for DoD investment management criteria for systems certification**
- **Standardizes interoperable IT systems**
- **Accelerates outcome-based architecture development and implementation.**

ETP AT A GLANCE

The ETP supports the BEA and articulates a systematic approach to achieve the future state of desired capabilities.

THE ETP:

- **Guides and tracks transformation of the BMA by describing target business capabilities and how the Department will achieve them**
- **Contains time-phased milestones, performance metrics, and resource needs for new and existing systems that will be part of the BEA**
- **Identifies tangible benefits for each IT investment**
- **Provides a termination schedule for those legacy systems that will not be included in the BEA.**

Mission Area, the BEA and Component Enterprise Architectures provide required guidance as part of a federated approach. Additionally, the BEA is federated with the Federal Enterprise Architecture (FEA) and other external architectures. Subsequent releases of the BEA will continue to use a federated approach to define and enforce the seams or interfaces between each tier, thus ensuring interoperability and information flow to support decision making at the appropriate level.

This federated approach for the BEA is markedly different from earlier attempts to manage a single, centralized architecture spanning the full range of business functions and activities of the Department. This transformation effort focuses on providing tangible outcomes for a limited set of priorities, and on developing architectures that are linked, realistic, and actionable. The current scope, defined by the six BEPs—Personnel Visibility, Acquisition Visibility, Common Supplier Engagement, Materiel Visibility, Real Property Accountability, and Financial Visibility—permits the BEA to develop and expand in a controlled and consistent fashion. The framework and architecture products developed for these BEPs may be extended to all defense business systems and initiatives. As new priorities are identified and existing priorities mature, DoD may refine and extend the BEA to address these required priorities.

Enterprise Transition Plan (ETP)

The ETP is designed to guide and track transformation of the DoD BMA by:

- Describing what DoD is trying to achieve and how we will know when we get there;
- Providing milestones to realize Business Capabilities;
- Identifying tangible benefits for each investment; and
- Establishing a Program Baseline against which to measure progress and support program management discipline.

The ETP addresses the six BEPs at the DoD Enterprise level and contains transformation plans for the three Military Departments and three of the Defense Agencies/COCOMs. Within each BEP, programs have been designated to provide specific solutions. As these programs mature, they will address incomplete milestones, resource needs, and metrics. In addition, these programs will determine specific termination dates for migrating systems. More complete information will be depicted in future versions of the ETP.